

ARIZONA JUDICIAL BRANCH



INFORMATION TECHNOLOGY STRATEGIC PROJECTS

FOR FISCAL YEARS 2013-2015

IX. INFORMATION TECHNOLOGY STRATEGIC PROJECTS

This section contains a description of the statewide or state-level strategic projects undertaken by the Judicial Branch for Fiscal Years 2013 through 2015. These projects arise from the strategic initiatives above and support *Justice 20/20: A Vision of the Future of the Arizona Judicial Branch 2010-2015's* business goals as well as the Commission on Technology's automation goals. Most are on-going projects focused on attaining the goals of a more responsive and accessible Judiciary.

At its June 2009 strategic planning session, the Commission on Technology revised their groupings from affinity areas by impact and timeline to a funding based priority list, pared considerably from past years in response to reductions in budgets. At the May 2011 strategic planning session, Commission members continued to evaluate and update the list of projects, but reduced the detail of the listing into three general tiers of priorities. The goal was to give project managers accurate guidance about what projects carry more importance than others without micromanaging them.

The Arizona Judiciary's strategic information technology projects for 2013-2015, shown by tiers of priority, are:

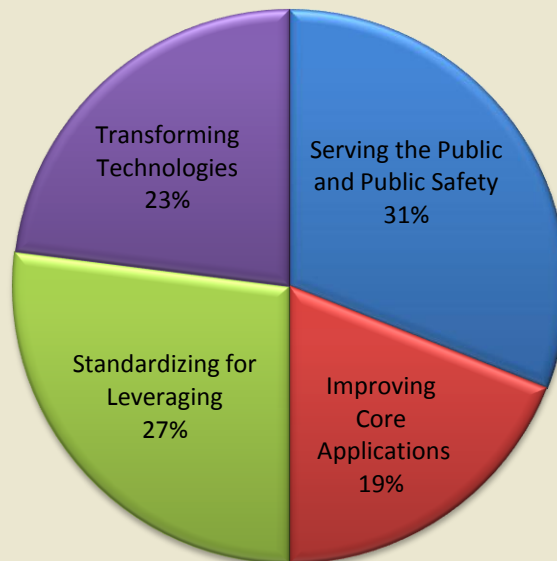
STRATEGIC PROJECTS	
TOP TIER, E-FILING	
CIVIL CASE ELECTRONIC FILING — MARICOPA & PIMA	
JUDGE AUTOMATION	
AJACS - E-FILING	
TOP TIER, COURT AUTOMATION	
AJACS —LARGE VOLUME/MESA ENHANCEMENTS	
JOLTSaZ — PIMA IMPLEMENTATION	
FARE	
AJACS — AZTEC REPLACEMENT	
AJACS (GJ) Enhancements	
NEXT TIER	
ELECTRONIC DOCUMENT ACCESS	
JOLTSaZ — RURAL IMPLEMENTATIONS	
APETS-AJACS INTEGRATION	
ELECTRONIC WARRANTS	
AZTURBOCOURT — DOMESTIC RELATIONS	
AZTURBOCOURT — CRIMINAL	

These technology projects address five objectives. Below the projects are listed by these objectives:

OBJECTIVE	PROJECTS
Using Systemic Thinking	All
Serving the Public and Public Safety	JOLTSaz Pima Implementation JOLTSaz Rural Implementation e-Filing (all related projects) Electronic Case Information & Document Access AJACS e-Filing Integration Electronic Warrants
Improving Core Applications	AJACS GJ Enhancements AJACS AZTEC Replacement AJACS LV/Mesa Enhancements APETS-AJACS Integration FARE Integration
Standardizing for Leveraging	AJACS AZTEC Replacement AJACS LV/Mesa Enhancements JOLTSaz Pima Implementation JOLTSaz Rural Implementation e-Filing (all related projects)
Transforming Technologies	Judge Automation Electronic Case Information & Document Access e-Filing (all related projects) Electronic Warrants

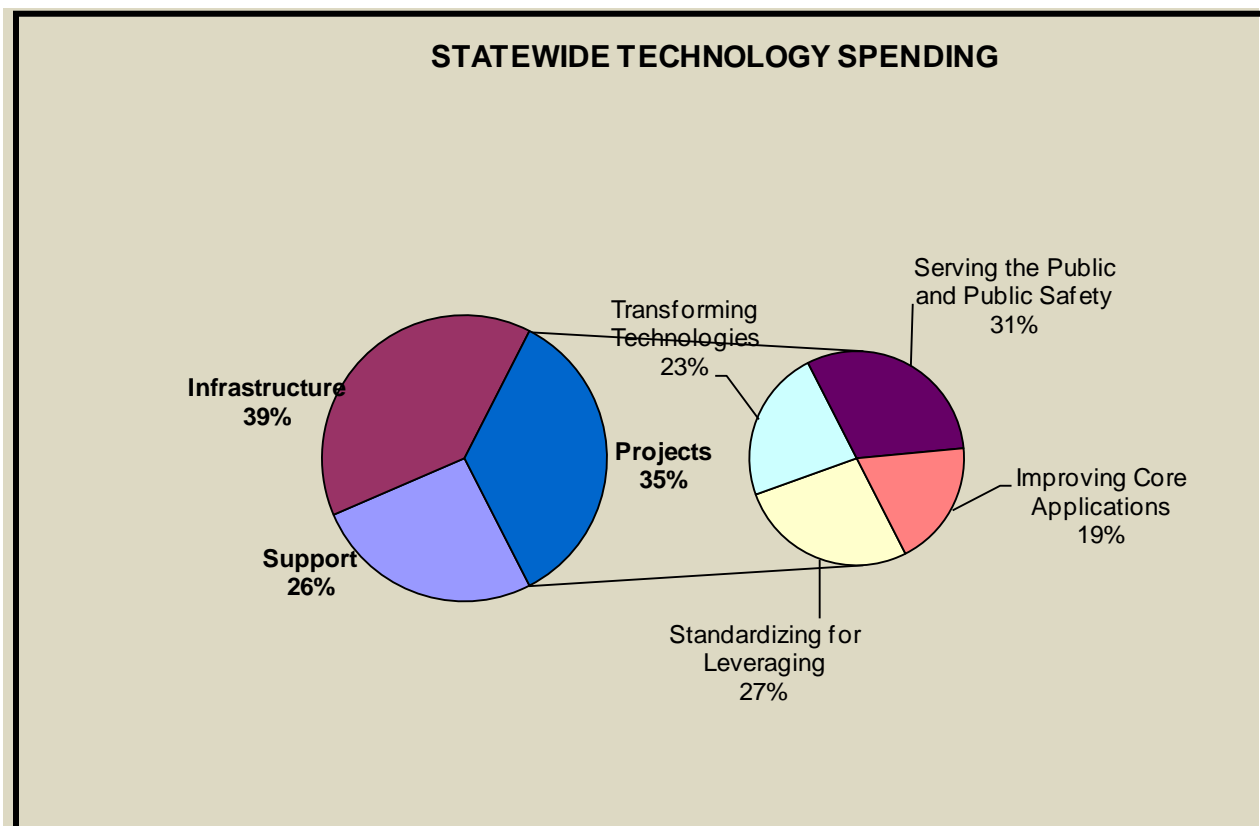
In addition, there are many technology-related activities and projects within the judiciary that support day-to-day operations. Staff must, for instance, provide continued support for the existing core applications and infrastructure. Existing projects need to be completed or supported with required or mandated enhancements.

STRATEGIC PROJECTS BY OBJECTIVE



While the mix of projects would ideally be balanced, the Judiciary continues to expand the reach of electronic filing and the services it enables to include remote document access and electronic warrants, tilting the mix toward the category of “Serving the Public and Public Safety.” Several of these projects involve standardizing, reengineering and collaborating to find, document, and train on best practices, thus leveraging judicial resources statewide.

Further, nearly two-thirds of court technology spending remains dedicated to supporting the existing infrastructure, applications, and staff. Project work (CMSs, document access, judge automation, integrated justice applications) represents roughly one-third of the overall spending this year, a reduction from previous years as the results of earlier projects transfer into the support category of spending.



* Chart does not include local court costs even if related to a statewide goal.

For each project's alignment with business strategic initiatives and automation goals, refer to the **Strategic Plan Analysis** section where this is detailed in several charts.

- Alignment with **Justice 20/20: A Vision for the Future of the Arizona Judicial Branch 2010-2015**
- Alignment of Strategic Projects with Automation Goals
- Portfolio Analysis: Projects by Class

For each project listed in the detailed strategic projects section, the following information is included:

- The project's goals are provided. They are stated in terms of milestones planned to be completed by the dates, which may be noted.
- The **Snapshot** provides a very brief characterization of the project. Included are the project's class and status. Also, an assessment of the degree of risk associated with successful completion of the project is included.

- A **Description** section describes the project and can include general information, a report of the existing situation, an outline of proposed changes and objectives, and description of technology used or technical environment.

STRATEGIC PROJECT ANALYSIS

The Commission on Technology has different perspectives from which to view projects to assist it in analyzing proposed strategic information technology projects.

ALIGNMENT OF BUSINESS GOALS AND IT PROJECTS

The first view aligns technology projects with the strategic business initiatives of the Arizona Judicial Branch. Projects are undertaken only when they support the business goals and initiatives of the judiciary. Below is a table depicting the various business initiatives that each technology project supports.

INFORMATION TECHNOLOGY STRATEGIC PROJECTS FISCAL YEARS 2013-2015	
TECHNOLOGY STRATEGIC PROJECTS	ALIGNMENT WITH “JUSTICE 20/20: A VISION FOR THE ARIZONA’S JUDICIAL BRANCH 2010-2015”
Electronic Filing Related Projects	<p>Improve efficiency of case processing through implementation of e-filing capabilities in all cases and in all courts.</p> <p>Assist self-represented litigants by implementing intelligent e-filing.</p> <p>Implement public access to courts through AZTurboCourt.</p>
Integration-Related Projects	<p>Modernize to improve court processes and information gathering, tracking, and sharing.</p> <p>Expand use of e-Citation to electronically transfer citation information from law enforcement to the courts.</p>
New Case Management Systems Development / Enhancements	<p>Modernize to improve court processes and information gathering, tracking, and sharing through implementation of case management systems in</p> <ul style="list-style-type: none"> • Juvenile Court: JOLTSaz, • Limited Jurisdiction Court: AJACS, and • General Jurisdiction Court: AJACS.

INFORMATION TECHNOLOGY STRATEGIC PROJECTS FISCAL YEARS 2013-2015

TECHNOLOGY STRATEGIC PROJECTS	ALIGNMENT WITH "JUSTICE 20/20: A VISION FOR THE ARIZONA'S JUDICIAL BRANCH 2010-2015"
Process Standardization	Continue implementing Court Performance Measures. Assist self-represented litigants by implementing intelligent e-filing.
Probation Automation Development / Enhancements	Modernize to improve court processes and information gathering, tracking, and sharing through implementation of case management systems in <ul style="list-style-type: none"> Juvenile Court: JOLTSaz. Employ evidence based practices.
Business Continuity	Update "continuity of operations" plans to be prepared to continue or resume operations in the event of disasters and epidemics.
LJ Electronic Document Management Projects	Improve efficiency of case processing through implementation of e-filing capabilities in all cases and in all courts. Provide judges the tools they need to operate in the digital court environment.
Automation/Technical Training	Develop an ongoing training program that provides court employees with the knowledge necessary to properly process cases and to operate the case, document, and financial management systems. Develop distance-learning technologies. Increase use of videoconferencing, webinars, internet meetings, and webcasts.
Enterprise Architecture	Develop distance-learning technologies. Consider use of new social networking tools. Implement admission on motion and an online bar application process.
Electronic Document Access	Use technology to provide efficient access to court documents while ensuring the security of confidential information. Produce an expanded index of court rules to enhance usability for court employees and the public. Employ technology to enhance communications within the courts and with the public.
Judge/Bench Automation	Provide judges the tools they need to operate in the digital court environment. Create a searchable "opinions" database for judges.

INFORMATION TECHNOLOGY STRATEGIC PROJECTS FISCAL YEARS 2013-2015

TECHNOLOGY STRATEGIC PROJECTS	ALIGNMENT WITH "JUSTICE 20/20: A VISION FOR THE ARIZONA'S JUDICIAL BRANCH 2010-2015"
Electronic Warrants	Maintain and improve communications with other branches of government, communities, agencies, and stakeholders.

ALIGNMENT OF AUTOMATION GOALS AND IT PROJECTS

A second view of technology projects organizes them by their support of one or more of the three Statewide Automation Goals. They are:

- Provide a stable, reliable, functionally rich, extensible, interoperable base of business automation and infrastructure.
- Improve information access and communication from and to judicial entities as well as the other criminal justice system functions.
- Investigate and invest in technology solutions that improve judicial effectiveness in handling growing caseloads.

The following chart also includes the priorities established by the Commission on Technology at its March 2001 and June 2002 planning workshops, as updated at the June 2012 annual planning meeting.

ALIGNMENT OF STRATEGIC PROJECTS WITH AUTOMATION GOALS				
STRATEGIC PROJECTS	PRIORITY TIER	BUSINESS & AUTOMATION INFRASTRUCTURE	ACCESS & COMMUNICATION	JUDICIAL EFFECTIVENESS
Electronic Filing — Civil Cases	Top	X	X	X
Judge Automation	Top			X
AJACS—e-Filing Integration	Top		X	X
LJ CMS — LV/Mesa Enhancements	Top	X		X
JOLTSaz — Pima Implementation	Top		X	X
FARE (Integration)	Top	X	X	
AJACS (LJ) AZTEC Replacement	Top			X
AJACS (GJ) Enhancements	Top	X		X
Electronic Document Access	Next	X	X	

ALIGNMENT OF STRATEGIC PROJECTS WITH AUTOMATION GOALS				
STRATEGIC PROJECTS	PRIORITY TIER	BUSINESS & AUTOMATION INFRASTRUCTURE	ACCESS & COMMUNICATION	JUDICIAL EFFECTIVENESS
JOLTSaz — Rural Implementations	Next	X		X
APETS–AJACS Integration	Next	X	X	
Electronic Warrants	Next		X	
Electronic Filing — DR Cases	Next	X	X	X
Electronic Filing — Criminal Cases	Next	X	X	X

PORTFOLIO ANALYSIS OF IT PROJECTS

A third view organizes projects by operational type (basic, enhancing) with respect to their support of business goals. Other factors considered are a project's urgency based upon interdependencies with other projects, operational demands and/or legislative mandates. These views and factors enable the Commission to identify and prioritize the strategic projects.

This reflects an assessment of the level of impact the proposed strategic project will have on the Commission on Technology's identified strategic business needs. For this analysis, the Commission has adopted an approach developed by Mr. William Rossner, a Gartner Group analyst, as a way of approaching strategic planning for information technology. Application portfolio analysis provides for applications to be categorized into three classes:

- The **utility class** of applications - which includes the basic applications required to be in business.
- The **enhancement class** of applications - which includes those that extend the organization's performance, offering, for instance, faster delivery of information, better service, and higher quality.
- The **frontier class** of applications - which includes those that represent a potential breakthrough that could make a dramatic improvement in an organization's efficiency, effectiveness, or competitiveness.

Mr. Rossner noted that balancing each of these areas is the key to planning.

UTILITY CLASS APPLICATIONS

The AOC/ITD planning group believes they have appropriately balanced maintenance, replacement, and upgrades to basic necessary functions with enhancement and "leading edge" projects. Several projects are building incrementally on past efforts that

created basic infrastructure and business applications, like APETS, AJACS, and the centralized EDMS for LJ courts.

Not all IT projects are listed below, of course, but the priority projects with state-level visibility and significant resource needs are. Several IT applications are simply in maintenance mode and are not identified as priority projects. It is expected that these applications will continue to be supported and maintained. These include, for instance, AZTEC, the first-generation statewide case management system, the Tax Intercept Program (TIP), Appellation, and various internal accounting and utility programs supporting the Supreme Court and the Administrative Office of the Courts.

ENHANCEMENT CLASS APPLICATIONS

The enhancement types of projects are directed towards extending the capabilities of many applications - adding, for instance, improved data integration functions to the probation automation and case management systems to support the justice integration strategic initiatives. Enhancement projects also include those new projects that will allow courts to provide a higher quality of service to the public, another goal of *Justice 20/20*.

Constructing additional functionality on top of what currently exists, like JOLTS Needs Assessment and AJACS Reporting, qualifies as an enhancement, as does re-engineering APETS to accommodate the change in business approach brought about by Evidence-Based Practices (EBP). Increasing the functionality of the central clearinghouse by constructing a web-based application for use by defensive driving schools to report more detailed information to enable financial integration with AZTEC and the new LJ case management systems also falls in the category of an enhancement.

Since return on investment decreases as a function of remaining useful life, AZTEC development efforts have been greatly scaled back as replacement CMSs get implemented. AZTEC must continue to be updated for legislative changes as long as it remains in production use, but any requested enhancements to AZTEC's functionality are carefully balanced against end-of-life considerations.

In the area of civil case electronic filing, the Judiciary is in sync with the state executive and legislative branches in speeding to accept electronic documents. At its June 2005 annual planning meeting, the Commission on Technology (COT) created an e-court subcommittee to drive and coordinate the statewide evolution of electronic filing in Arizona. Predicated on the understanding that e-filing is far more business process dependent than technology dependent, this ad hoc group chaired by Vice Chief Justice Andrew Hurwitz continues overseeing the business decisions, change process, and specific plans necessary to:

- Expand court-to-court electronic filings including records on appeal and lower court bindovers;

- Create and leverage a central, electronic clearinghouse for criminal data among justice partners; and
- Create a unified, attorney/public e-filing system leveraging standardized, interactive, statewide forms as its foundation.

The Judiciary continues evaluating its rules for authenticating and accepting electronic documents filed by the legal community and by the public. Current policies related to paper filing are not influencing the crafting of electronic solutions, in order to keep new ideas flowing and progress being made.

FRONTIER CLASS APPLICATIONS

In addition, the Judiciary is engaged in a few projects that are on the “frontier” of technology. When complete, these will substantially increase the Judiciary’s technology capability, and significantly modernize it using technology. The criminal e-filing and electronic warrant projects will greatly increase digitization in the courts, speed case processing, and vastly improve the accuracy and reliability of court documents. To interoperate with federal and state justice initiatives as well as to address ever-growing workloads in a time of decreasing levels of staffing, these frontier projects must be undertaken.

SUMMARY

It is important to note that each strategic project in the list encompasses more than one major activity. They are related but separate, often with entirely different project teams and user base. For example, the project titled “Automation Training and Support” includes a centralized support center, field support technicians, and several independent projects developing computer based training (CBT) and Web-based interactive training on automation applications. Further, it also includes the combined funding and training of the on-site, county-level, automation trainer. Individual technology projects may, therefore, be enhancing, but if the major impact of the strategic project is to maintain basic utility, then the strategic project would likely be classified as utility.

Taking that approach to the Arizona Judicial Branch’s strategic projects, both existing and planned, yields the following overview:

STRATEGIC PROJECTS	UTILITY	ENHANCEMENT	FRONTIER
Electronic Filing — Civil Cases		X	
Judge Automation		X	
AJACS e-Filing Integration		X	
LJ CMS – Large Volume/Mesa Enhancements	X		
JOLTSaz — Pima Implementation	X		
FARE (Integration)		X	
AJACS (LJ) AZTEC Replacement	X		
AJACS (GJ) Enhancements		X	
Electronic Document Access		X	
JOLTSaz — Rural Implementations	X		
APETS-AJACS Integration		X	
Electronic Warrants			X
Electronic Filing — DR Cases			X
Electronic Filing — Criminal Cases			X

The Judiciary considers the distribution of strategic projects to be reasonably balanced. Frontier projects can be large in scope and resource demands. Limiting those to significant and “doable” projects is deliberate.